



MEMORANDUM

Date: October 10, 2018

To: All faculty, students, and staff

From: Dr. Lasserre Patricia, Interim Provost and Vice-Principal Academic

Re: External Review of the Irving K. Barber School of Arts and Sciences

I am arranging for an External Review of the UBC Okanagan Faculty of Arts and Sciences. The review is being carried out as part of normal UBC practice under Board of Governors Policy #23, to assist the University in its consideration of the appointment of a new Dean.

The purposes of the impending review of the Faculty are as follows:

- to determine the effectiveness of the Faculty in delivering high quality undergraduate and graduate training,
- to evaluate the Faculty's leadership and administration,
- to assess the Faculty's standing nationally and internationally, and
- to advise on the future development of the Faculty.

The Terms of Reference for the review are attached. The Review Team will ultimately submit a report to me whose findings should be of value to the Faculty and its leadership, as well as to the Provost and the committee advising on the appointment of the new Dean.

The members of the Review Team are:

- Dr. Kevin Kee,
Dean, Faculty of Arts
University of Ottawa
- Dr. Antonia Maioni,
Dean, Faculty of Arts
McGill University
- Dr. Lesley Rigg,
Dean, Faculty of Science
University of Calgary
- Dr. Jonathan Schaeffer,
Professor, Faculty of Science
University of Alberta

The Review Team will visit UBC Okanagan from January 15th to January 17th, 2019. Interviews will be held with Okanagan faculty members, staff, students, senior administrators, and other individuals and groups that may interact with the Faculty. Before the reviewers' arrival, they will receive documentation in the form of a self-study on all aspects of the Faculty's operation, including its facilities and resources, scholarly and teaching activities, degree programs and academic units, administrative structure and organization, and internal and external linkages.

I invite and encourage written comments relevant to the matters under review from faculty, students and staff. These comments will be used by the Review Team and the President's Advisory Committee struck pursuant to Policy #23. Please forward your comments to Sharel Verigin at Sharel.Verigin@ubc.ca. Your comments will be held in strict confidence, and Sharel will arrange for them to be forwarded to the members of the Review Team. Please indicate if you wish your comments to be anonymous so they can be redacted to eliminate your name and any identifying information before providing them to the Review Team and the President's Advisory Committee. **The deadline for receipt of comments is Friday January 4th, 2019.** Please ensure your comments are identified by name and affiliation.

Attachment: Terms of Reference



MEMORANDUM

Date: November 30, 2018

To: All faculty, students, and staff

From: Dr. Ananya Mukherjee-Reed, Provost and Vice-Principal Academic

Re: Amendment to previous memo regarding the External Review of the Irving K. Barber School of Arts and Sciences

This memo serves to update the UBC Okanagan community on the membership of the Review Team for the upcoming external review of the Irving K. Barber School of Arts and Sciences. Specifically, Dr. Lesley Rigg from the University of Calgary, is no longer available to be part of the review. Consequently, the members of the Review Team are:

- Dr. Kevin Kee,
Dean, Faculty of Arts
University of Ottawa
- Dr. Fred Longstaffe,
Professor, Faculty of Science
Western University
- Dr. Antonia Maioni,
Dean, Faculty of Arts
McGill University
- Dr. Jonathan Schaeffer,
Professor, Faculty of Science
University of Alberta

For further details about the external review, please refer to the original memo dated October 10, 2018 and hereby attached.

FACULTY OF ARTS AND SCIENCES

Terms of Reference of the Review Committee

Purpose of the Review:

To review the strength and balance of the Faculty's teaching and research activities, academic programs, and service; to evaluate the Faculty's leadership and administration; to assess the Faculty's standing nationally and internationally; and to advise on the future development of the Faculty.

Background Material

- The University's goals and objectives as outlined in its [Strategic Plan](#) and the Okanagan [ASPIRE](#) process.
 - The Faculty of Arts and Sciences' Self-Study
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Terms of Reference

Without limiting its overall mandate, the Review Team should consider the following:

1. ***Undergraduate Education and Student Learning:*** To review and evaluate the quality, extent, format, organization, and enrolment of the Faculty's academic programs and teaching strength, and to compare its performance in these areas to that of its national and international peers. To review and evaluate the Faculty's proposals for revision to the BA and BSc degrees.
2. ***Student Academic Experience and Support:*** To assess the quality of the student undergraduate academic experience from first contact upon admission, through to alumni status. Are students well advised and well supported? Consider student morale, strength of student retention, co-curricular opportunities, and career preparation. The reviewers are asked to consider the Faculty's responses to the increasingly diverse nature of student populations.
3. ***Graduate Education (and Post-Doctoral Training):*** To review and evaluate the quality, extent, format, organization, and enrolment of the Faculty's graduate programs and Post-Doctoral training, and compare its performance to that of its national and international peers.
4. ***Research, Scholarly, (Creative) and Professional Activity:*** To review and evaluate the quality, extent, range, and balance of the scholarly activities of the Faculty with particular attention to the achievement and status of scholars, artists and practitioners within the Faculty, their leadership within their communities-of-praxis, their granting/funding success, and the quality and quantity of their performance in relation to the achievements of their counterparts in comparable Faculties of Arts and Sciences nationally and internationally.

5. **Leadership and administration:** To review and evaluate the governance, organizational structure, leadership, planning, and administration of the Faculty, including opportunities for diversity in leadership and shared governance, the nimbleness and inclusiveness of planning, as well as the relevant support systems both within the Faculty and available to the Faculty. The reviewers should consider the degrees to which governance is transparent, flexible, and accessible to all members of the Faculty.
6. **People, environment and culture:** To consider and assess the working and educational environment, morale, and institutional culture of the Faculty, as reflected in the experiences and perceptions of faculty members (including adjunct professors, lecturers, and sessional instructors), staff, and students. The review should take into account the support for faculty and staff career advancement, professional development and guidance, advising, and balanced workloads, the degree to which faculty recognize the importance of staff to the academic endeavour, and give special attention to the Faculty's performance relative to the University's employment and education equity policies.
7. **Community Engagement:** To assess the nature, scope, and effectiveness of the Faculty's outreach activities through its educational and research programs and its interactions with other units within the University, and with its external community including schools, Aboriginal groups, community or professional organizations, UBC alumni, government agencies, and other post-secondary institutions.
8. **Support for the University's and campus Strategic Plans:** To determine the extent to which the Faculty reinforces through its programs and activities the key commitments of the Strategic Plan and ASPIRE, notably UBC's commitments to People and Places, Research Excellence, Transformative Learning, and Local and Global Engagement.
9. **Physical Infrastructure:** To assess the range and quality of the teaching and research facilities at the Faculty's disposal, and to determine whether the Faculty is appropriately housed and equipped to meet its teaching and research goals.
10. **Infrastructure and Resources:** To review and evaluate the physical and financial resources of the Faculty, including its financial base (i.e., levels of university funding, funding by external agencies, tuition revenue, and donor support), its capacity for enrolment management, its plans for revenue diversification, its facilities for teaching and research, and its equipment and space.
11. **Future development:** To identify the challenges and opportunities facing the Faculty, and to make recommendations about possible directions for its future growth and development.